

# Memorandum



**Date:** April 9, 2012

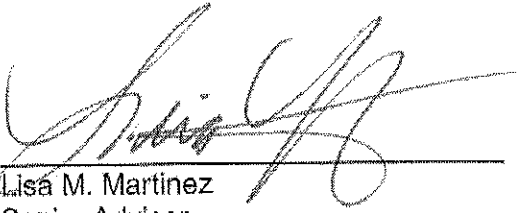
RCA  
Agenda Item No. 7(D)

**To:** Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners

**From:** Carlos A. Gimenez  
Mayor

**Subject:** Adrienne Arsht Center for the Performing Arts Center of Miami-Dade County-  
Monthly Status Report

Attached please find the monthly report and financials provided from the Adrienne Arsht Center for the Performing Arts of Miami-Dade County




Lisa M. Martinez  
Senior Advisor

## MEMORANDUM

**Date:** March 05, 2012

**To:** The Honorable Carlos Gimenez, County Mayor

**Copy:** Adrienne Arsht Center Foundation Board of Directors  
Performing Arts Center Trust Board of Directors  
Town Square Neighborhood Development Corporation Board of Directors

**From:** M. John Richard 

**Subject:** Adrienne Arsht Center for the Performing Arts of Miami-Dade County  
Status Report

---

The Adrienne Arsht Center for the Performing Arts continues to demonstrate its commitment to mirroring the cultural makeup of our community by presenting world class and community based programming. The Center invites the finest artists and productions from across the nation and around the world while also providing an international, high-profile showcase for the most talented artists who live and work in our community. On the heels of two phenomenal weekends performances included the following.

### The last weekend in February

- The Center and the community alike celebrated the triumphant homecoming of Alvin Ailey American Dance Theater's new Artistic Director Robert Battle. Members of the Ailey company conducted master classes for the students at Robert Battle's alma mater, Northwestern High School and weekend performances were attended by nearly 10,000 patrons.
- In celebration of the 50th anniversary of Jamaica's Independence Reggae Jam ignited the Knight Concert Hall with explosive live stage performances featuring the internationally acclaimed Third World and Inner Circle.
- On Sunday Miami Mass Choir along with the legendary gospel icons The Mighty Clouds of Joy performed to a capacity audience in the Knight Concert Hall as part of Free Gospel Sundays.

### The first weekend in March

- The annual Miami Made Festival showcased innovative, new work created by incredibly talented artists living in Miami and inspired by Miami. Highlights of the festival, which was free of charge for the community, included the world

premiere of a vibrant, experimental new work by the TM Sisters as well as the Miami premiere of Rosie Herrera Dance Theatre's critically-acclaimed Dining Alone: Act 2, commissioned by the American Dance Festival and the Arsht Center. With audiences at full capacity each evening, the four-night festival was a celebration of the new and most creative South Florida playwrights, dancers, actors, musicians and choreographers. During the festival we were honored to host Mikhail Baryshnikov who came to the Center to attend a private rehearsal of Rosie Herrera's Miami Made performance, a testament to the Center's efforts to support the Miami arts community and help launch the careers of its artists.

- Miami City Ballet and The Cleveland Orchestra presented the world premiere of Symphonic Dances by the celebrated Alexei Ratmansky. The evening was not only a momentous evening for the dance world and our artistic partners, but an incredible coup for the Center and South Florida.
- The Cleveland Orchestra performed two vibrant programs with the sought-after American soprano Dawn Upshaw. The Cleveland Orchestra programs included excerpts from Verdi's *Aida*, Prokofiev's *Symphony No. 5*, and the Miami premiere of popular Argentinean composer Osvaldo Golijov's *Three Songs for Soprano and Orchestra*, with Ms. Upshaw as soloist.
- On Friday and Saturday, the groundbreaking Pilobolus Dance Theatre dazzled Miami-Dade County audiences with two sold out performances of their imaginative mix of dance, gymnastics, performance art and shadow play for which they have become renowned around the globe. As part of the Arsht Center's ongoing mission to offer meaningful arts education programs to the greater community, Pilobolus conducted a free community master class, offering a truly unique opportunity for people of all abilities and skill levels to work alongside the phenomenal dancers of this American dance institution.
- From the creators of the hit show *Cavalia*, a new spellbinding show, *Odysseo*, opened in Bicentennial Park, and marks the Center's second off-campus co-presentation. Miami is the second U.S. tour stop of this all-new production that marries the equestrian arts, stage arts and high-tech theatrical effects at never-before-seen levels. In *Odysseo*, 70 horses and 50 artists lead the viewer on an incredible journey that pays tribute to the relationship forged between humans and horses over thousands of years. The show will run until March 25<sup>th</sup>.

#### The upcoming weekend

- The drama and passion of flamenco will stir the senses of the South Florida community in the Ziff Ballet Opera House as we celebrate our fifth annual Flamenco Festival, which has quickly become one of the most popular performing arts events on the South Florida cultural scene. The three-day festival, *Estrellas del Flamenco – Dancing to Lorca* featuring Carmen Cortes, Rafael

Carrasco and Olga Pericet will showcase three of Spain's greatest flamenco divas in a thrilling repertory of original pieces alongside works honoring the great 20th century Spanish poet and playwright Federico García Lorca, in commemoration of the 75th anniversary of his death. As part of the Center's dedication to providing high-quality arts education experiences for people of all ages, Carmen Cortés, one of the great names in flamenco who is celebrated worldwide for her performances of flamenco puro will lead two flamenco dance master classes for the community.

- On Friday night under the direction of jazz great Wynton Marsalis, the world-renowned Jazz at Lincoln Center Orchestra (JLCO) will perform repertoire across the full jazz spectrum – from the music's New Orleans roots to bebop and today's new works. As part of its winter/spring 2012 tour, the JLCO will showcase an extraordinary array of musical compositions written for big band by Marsalis and members of the JLCO.

#### Finances for January 2012 (please see attached operating projection)

- Arsht Center Presents and Broadway performances sold at 64%.
- All performances sold at 62% during the first four months of the fiscal year.
- Occupancy costs for the year are 6% below budget.
- Attendance for the season, to date, is approximately 120,000.

#### Other Upcoming Performances

- Midori with the Minnesota Orchestra will perform March 10<sup>th</sup> in the Knight Concert Hall. The evening will include Sibelius Violin Concerto in D minor and Beethoven: Symphony No. 5.
- *Come Fly Away*, the new Broadway musical valentine to the legendary Frank Sinatra, fuses Sinatra's unforgettable voice, with a sensational live band and the creative vision of Tony Award-winner Twyla Tharp. *Come Fly Away* will run in the Ziff Ballet House March 20 through 25.
- The Cleveland Orchestra Miami presents Beethoven's Pastoral, March 23<sup>rd</sup> and 24<sup>th</sup>. Giancarlo Guerrero returns in his inaugural season as Miami Residency Principal Guest Conductor to lead The Cleveland Orchestra in a concert of masterpieces.

- On March 24<sup>th</sup> The Cleveland Orchestra partners with one of the hottest young Latin bands today, the three-time Grammy-nominated music group Tiempo Libre for *Música Fantástica!*
- March 24<sup>th</sup> and 25<sup>th</sup> following two sold-out engagements, Marionetas de la Esquina, Mexico's world-famous puppet company for families, returns with their most acclaimed show yet, *Emilio and the Enchanted Cow*.
- From award-winning South Florida playwright Michael McKeever, author of *South Beach Babylon* and *Melt*, Zoetic Stage presents *Moscow* March 29-April 15 in the Carnival Studio Theater.
- The internationally acclaimed Miami City Ballet presents *Coppelia* March 30 - April 1 in the Ziff Ballet Opera House.
- This month's Family Fest will feature Miami City Ballet's Ballet for Young People on March 31 in the Ziff Ballet Opera House.
- On March 31<sup>st</sup> the legendary, four-time Grammy Award-winning hip hop group The Roots is set to thrill South Florida with a rare live performance celebrating their 25<sup>th</sup> Anniversary.

**Operating Projection for Fiscal Year 2012**  
(in '000s)

(in '000s)

	Actual			Revised Projection										Original FY12 Budget Total
	Oct 11	Nov 11	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12		
<b>REVENUE</b>														
Ticket Sales	\$ 1,036	\$ 244	\$ 1,571	\$ 267	\$ 287	\$ 482	\$ 6,008	\$ 2,809	\$ 3,767	\$ 1,207	\$ 340	\$ 340	\$ -	
Rental Revenue	\$ 287	\$ 324	\$ 347	\$ 335	\$ 335	\$ 325	\$ 325	\$ 325	\$ 496	\$ 420	\$ 165	\$ 165	\$ 100	
Facility Chargebacks	\$ 19	\$ 49	\$ 50	\$ 96	\$ 96	\$ 75	\$ 75	\$ 75	\$ 100	\$ 100	\$ 50	\$ 50	\$ 40	
Box Office Fees	\$ 222	\$ 147	\$ 276	\$ 170	\$ 170	\$ 325	\$ 285	\$ 225	\$ 300	\$ 300	\$ 200	\$ 200	\$ 175	
Parking Revenue	\$ 48	\$ 29	\$ 48	\$ 64	\$ 64	\$ 70	\$ 60	\$ 30	\$ 30	\$ 75	\$ 20	\$ 20	\$ 10	
Concessions	\$ 27	\$ 24	\$ 34	\$ 30	\$ 30	\$ 40	\$ 45	\$ 45	\$ 45	\$ 35	\$ 25	\$ 25	\$ 25	
Merchandise Sales	\$ 1	\$ 5	\$ -	\$ 6	\$ 4	\$ -	\$ -	\$ -	\$ 15	\$ 10	\$ 2	\$ 2	\$ -	
Subsidy-Foundation	\$ 400	\$ 320	\$ 355	\$ 334	\$ 376	\$ 400	\$ 825	\$ 825	\$ 825	\$ 835	\$ 825	\$ 825	\$ 811	
Miami-Dade County Funding	\$ 474	\$ 514	\$ 623	\$ 593	\$ 650	\$ 650	\$ 680	\$ 685	\$ 685	\$ 685	\$ 685	\$ 685	\$ 685	
Other Revenue	\$ 5	\$ 7	\$ 131	\$ 8	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 30	\$ 106	
<b>Total Revenue</b>	<b>\$ 2,552</b>	<b>\$ 1,763</b>	<b>\$ 5,436</b>	<b>\$ 1,833</b>	<b>\$ 2,377</b>	<b>\$ 7,886</b>	<b>\$ 5,047</b>	<b>\$ 6,337</b>	<b>\$ 6,882</b>	<b>\$ 2,342</b>	<b>\$ 2,342</b>	<b>\$ 2,342</b>	<b>\$ 1,952</b>	
<b>EXPENSES</b>														
Non-Stagehands Salaries & Benefits	\$ 567	\$ 545	\$ 870	\$ 508	\$ 580	\$ 580	\$ 570	\$ 570	\$ 570	\$ 870	\$ 570	\$ 570	\$ 570	
Stagehands Salaries & Benefits	\$ 103	\$ 121	\$ 124	\$ 75	\$ 100	\$ 105	\$ 105	\$ 150	\$ 150	\$ 125	\$ 74	\$ 74	\$ 25	
Marketing & Communications	\$ 382	\$ 181	\$ 374	\$ 168	\$ 247	\$ 423	\$ 189	\$ 221	\$ 221	\$ 135	\$ 150	\$ 150	\$ 100	
Event Expenses	\$ 964	\$ 278	\$ 1,285	\$ 365	\$ 486	\$ 5,692	\$ 2,986	\$ 3,751	\$ 1,159	\$ 1,159	\$ 279	\$ 280	\$ 300	
Professional Services	\$ 28	\$ 108	\$ 59	\$ 50	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	
Fulfillment Costs & Comp. Tickets	\$ 66	\$ 77	\$ 56	\$ 49	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 25	\$ 25	\$ 17	
Show/Event Parking	\$ 26	\$ 37	\$ 52	\$ 51	\$ 63	\$ 54	\$ 27	\$ 67	\$ 67	\$ 63	\$ 18	\$ 18	\$ 9	
Administration & Overhead	\$ 87	\$ 114	\$ 100	\$ 102	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 97	
Miami-Dade County Commitment	\$ -	\$ -	\$ 325	\$ -	\$ -	\$ 325	\$ -	\$ -	\$ -	\$ 325	\$ -	\$ -	\$ 325	
Settlement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Occupancy Costs	\$ 474	\$ 614	\$ 623	\$ 535	\$ 650	\$ 650	\$ 680	\$ 685	\$ 685	\$ 685	\$ 685	\$ 685	\$ 685	
Depreciation Expense	\$ 51	\$ 52	\$ 51	\$ 51	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	
Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Total Expenses</b>	<b>\$ 2,746</b>	<b>\$ 2,127</b>	<b>\$ 3,929</b>	<b>\$ 2,084</b>	<b>\$ 2,386</b>	<b>\$ 8,089</b>	<b>\$ 4,817</b>	<b>\$ 5,704</b>	<b>\$ 6,822</b>	<b>\$ 2,011</b>	<b>\$ 2,011</b>	<b>\$ 2,012</b>	<b>\$ 2,038</b>	
<b>Operating Surplus (Deficit)</b>	<b>\$ (196)</b>	<b>\$ (364)</b>	<b>\$ (494)</b>	<b>\$ (251)</b>	<b>\$ (91)</b>	<b>\$ (203)</b>	<b>\$ (230)</b>	<b>\$ (633)</b>	<b>\$ (60)</b>	<b>\$ (351)</b>	<b>\$ (330)</b>	<b>\$ (330)</b>	<b>\$ (85)</b>	

Operating Surplus (Deficit)

\$ (196)

\$ (364)

\$ (494)

\$ (251)

\$ (91)

\$ (203)

\$ (230)

\$ (633)

\$ (60)

\$ (351)

\$ (330)

\$ (330)

\$ (85)

\$ (9)

Original  
FY12 Budget  
Total

\$ 12,721

\$ 3,425

\$ 1,300

\$ 3,140

\$ 500

\$ 400

\$ 50

\$ 7,111

\$ 7,650

\$ 465

\$ 36,763

\$ 41,546

\$ 2,038

\$ 38,763